



The Greenlining Institute



Annual Report 2019



Annual Report 2019

Building a nation where communities of color thrive



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Letter from the CEO

Dear Greenlining Community, Friends, and Supporters,

In 2019, The Greenlining Institute made a transition in leadership, and I was honored to be selected to move us forward in what turns out in 2020 to be a critical time in the history of our country. The great Angela Davis once said, “You have to act as if it were possible to radically transform the world. And you have to do it all the time.” Indeed, the sentiment is relevant; as this report is published in summer 2020, the world has been gripped by the COVID-19 pandemic, and our nation has watched as an indiscriminate virus yields inequitable consequences on communities of color across the U.S. This phenomenon is no accident. It is the product of racist economic and social structures that continually place the burden of a “winners take all” system on the shoulders of historically marginalized people. As our society confronts the multiple system failures laid bare by the COVID-19 crisis, we are also witnessing an historic racial uprising that demands we maintain our focus to combat the parallel pandemic of racial inequity—specifically anti-Black violence and police brutality—that has plagued our nation for centuries.

Yet, while the dual crises of the moment present real challenges of survival and resilience, we can and must also build upon the opportunity to spark real hope and transformation, and move toward a world where Black lives truly matter. We must leverage these uncertain times to boldly reimagine a new world beyond a mere recovery, to call for broken systems to be dismantled to clear the way for the construction of new foundations created on the basis of justice, equity and opportunity for all. Greenlining has laid the groundwork for these fundamental changes for decades. We live by these values and applaud those who have chosen to heed the call for radical transformation—to reimagine and act on what is possible—whether in times of COVID-19 or beyond.

With a popular awakening to the longstanding realities of racism now unfolding, Greenlining’s track record for tackling these issues stems back to the organization’s beginnings. Greenlining is uniquely positioned to propel this work forward as an organizational thought leader in the advancement of intersectional strategies toward racial and economic justice. I am honored to take up the mantle of leadership at a powerhouse institution that has led the way on expanding race-conscious investments through progressive policymaking for years. Since assuming my role as President and CEO, we have taken active strides to integrate the organization’s multiple policy areas, increase collaborative goal setting across teams, and capitalize on the intersectionalities of our impact.

With the release of our 2019 Annual Report, we invite you to reflect on this past year with us as we take a moment to celebrate the progress made, lessons learned and victories won in 2019.

Preparation for the next challenge often requires taking a step back to acknowledge just how far we’ve come. Greenlining stands on a strong foundation laid by the work of current and past organizational leaders, and we intend to leverage this momentum to push us forward into confronting the incessant changes and social upheaval that 2020 has presented. While the gravity of this moment must not be overlooked, I am energized by the work of our incredibly dedicated and visionary team, and the possibilities that lay in front of us.

Sincerely,

A handwritten signature in black ink, appearing to read "Debra Gore-Mann".

Debra Gore-Mann, President & CEO



Letter from the Board

Dear Friends and Supporters,

The Greenlining Institute celebrated its 26th anniversary in 2019, and the organization's commitment to fighting for better opportunities and increased investments in communities of color has never been stronger. This past year also marked a number of changes, principal among them the announcement of Debra Gore-Mann as President and CEO of Greenlining. Debra previously served as CEO at the San Francisco Conservation Corps, and with a diverse professional background including experience in the private sector, public sector and activist spaces, we believe she is the right person to take us to the next level at this time. We are inspired by her vision and dynamism, and are honored to welcome her as the first woman of color President in Greenlining's history. We would like to thank Orson Aguilar for his unparalleled contribution to Greenlining, as well as Preeti Vissa Kristipati for her outstanding service as interim President & CEO.

The board has also been especially proud of the steadfast dedication of the staff during the executive transition period. Our incredible staff rose to the challenge to ensure the work of Greenlining carried on without pause, and we have been impressed by the enthusiasm and initiative displayed across all levels of the organization. We want to express our gratitude to the Greenlining team for an exemplary year of achievement, as we continue to adapt and develop bridges to economic stability for communities of color. To be sure, the struggle against redlining has taken on many forms over the years: from efforts to expand the Community Reinvestment Act and targeted investments into historically excluded neighborhoods, to demands for greater protections in communities most

susceptible to the adverse impacts of climate change. And now in 2020, the effects of racial disenfranchisement and systemic othering have become further exacerbated by the unprecedented COVID-19 pandemic. At the very same time, our country is now facing a long-overdue reckoning with the public health crisis of anti-Black violence and police brutality, and the culpability of institutions that perpetuate the system of racial hierarchy in our society.

Although we have our work cut out for us, over the course of Greenlining's history we have seen the impact of strategic research and innovative policy advocacy to codify equity and influence outcomes in communities of color for the better. This ability to shine a light and illuminate the truth for others is a testament to Greenlining's model and impact. With this intergenerational, multi-ethnic and community-centered focus, Greenlining will continue to operate as a key player in these critical policy conversations—and work to meaningfully improve the livelihoods of our target communities for generations to come. We look forward to building this future together and extend our sincerest thanks for your ongoing support of Greenlining.

Sincerely,

George Dean, 2019 Board of Directors Co-Chair

Ortensia Lopez, 2019 Board of Directors Co-Chair

The Greenlining Institute

Mission

Greenlining is the solution to redlining. Founded in 1993, our mission is to advance economic opportunity and empowerment for people of color through advocacy, community and coalition building, research and leadership development. Greenlining envisions a nation where communities of color thrive and race is never a barrier to economic opportunity. We are building an economy that promotes justice, resilience and power in targeted communities of color.

History

The Greenlining Institute was founded in the mid-1970s by a group of grassroots leaders from Black, Asian, Latino and disabled communities who came together around a new and visionary set of ideas: Rather than solely fight institutionalized racism and redlining, we should coalesce our efforts to proactively bring targeted investments and opportunities into our communities. Instead of redlining, we would work towards greenlining—the affirmative practice of providing economic opportunities to low-income communities of color.

Since our nonprofit incorporation in 1993, Greenlining has successfully advocated and negotiated initiatives directing over \$600 billion in corporate and public investments into targeted communities of color in California and across the nation. As an organization, we aim to break down unjust barriers in opportunity and access, bridging research and policy to spearhead innovative strategies at the intersections of economic, environmental, energy, health and technology equity. We have pioneered cross-sector solutions and continue to promote a racial equity lens in non-traditional industries such as public utilities and insurance, forging new possibilities in intersectional advocacy for economic rights and consumer protection.

Currently, we collaborate with the California State Legislature and local jurisdictions to pass policies and implement practices that make equity real and maximize benefits to disadvantaged communities as a foundation for racial equity and systemic change. These efforts have brought tangible and practical benefits to underserved communities, including jobs in clean energy industries, increased access to affordable housing, and climate-resilient infrastructure to protect low-income Californians against the worst impacts of climate change.



Vision & Values

Driving everything we do at Greenlining is a vision of racial equity in which opportunity is truly within reach of all. For our nation to succeed, communities of color must succeed, and we are determined to make that happen.

Greenlining's core values provide guiding principles to our community-centered advocacy efforts and internal work dynamic. We are a team that recognizes systemic change relies on modeling the beliefs and practices of equity firsthand. To ensure our strategies are outcome-oriented and secure tangible benefits for communities of color, Greenlining builds its work on these principles:

1. Diversity, Equity, & Inclusion:

Policies must ensure that a diverse set of identities have access to and are included and prioritized in decision-making. Investments must be grounded in equity by targeting distribution to priority communities, eliminating barriers to access, and delivering real benefits to communities of color. Practices that shape policy implementation must be inclusive and allow for different identity groups to share influence and participate in decision-making processes.

2. Partnership & Collaboration:

Policy solutions must include meaningful engagement and partnerships between communities and other entities in order to leverage community strengths and expertise. Investments must be community-driven.

3. Transparency & Authenticity:

Policies and programs should be transparent so that stakeholders have access to the information they need to learn. This includes how funds are being used for any implementation efforts and to assess whether the funds are achieving the program's goals.

4. Accountability:

Accountability must be built into a policy or grant program to ensure that the effort stays on track with the goals it set out to achieve. Policies and grant programs can create accountability by tracking, monitoring and reporting data.

5. Mentorship & Leadership Development:

We cultivate leadership in ourselves and others. We work to empower and develop multi-ethnic leaders to advance racial and economic equity. We model a growth mindset and share what we know to coach and support others.

Greenlining believes that to dismantle the systemic roots of economic injustice and racial oppression, we need systemic solutions that are **equitable, intersectional, and driven by affected communities**. Transformative community investment and holistic development are effective strategies that enable priority communities of color to realize the full power of their potential as active change agents in their lives and neighborhoods. Greenlining is committed to paving the way toward this future, stewarded through the synergy of our combined research, policy, evaluation, leadership development, and multi-racial coalition-building efforts. **Promoting justice, resilience, and power**, we work to break down barriers to economic prosperity, build wealth and assets, and increase self-determination in communities of color for generations to come.

The Greenlining Institute Theory of Change

★ LONG TERM VISION

Communities of color thrive and race is never a barrier to economic opportunity

★ DESIRED RESULTS (10-15 yrs)

Transformative community investment and holistic development that promotes justice, resilience, and power in priority communities of color

Break down barriers to economic prosperity:

Protect from predatory practices and unaffordable programs and services

Place multi-ethnic leaders in key positions of influence and power

Ensure GLI backed DE&I policy compliance

Establish policy that makes equity real

Change underlying systems to allow wealth to proliferate

Build wealth & assets:

Achieve tangible, concrete benefits and life outcomes

Increase ownership in redlined communities

Grow community-driven investments in priority communities

Build resiliency; withstand long-term impacts of natural & manmade crises

Produce good, family-sustaining jobs and workforce development

Attain healthy, regenerative environments to live, work, learn, and play

★ STRATEGIES

Policy, Advocacy & Research

Produce innovative research and resources on racial equity

Develop, advocate, and support implementation of systemic policy change

Monitor, evaluate, and hold stakeholders accountable

Leadership Development

Invest in multi-ethnic leaders that are ready to champion racial equity in every sector

Cultivate an environment of experiential, rigorous professional and personal development

Coalition & Community Building

Collaborate, organize, and build capacity with allied advocates to advance policy & implement programs

★ AUDIENCE

Primary

Policy makers, regulators, government agencies, community organizations, multi-ethnic leaders, corporations

Secondary

Individuals and organizations that can influence primary targets and general public opinion

★ EVIDENCE & ASSUMPTIONS

Solutions should come from impacted communities

Multi-racial coalitions are imperative for success

Solutions must be intersectional

Ownership is integral to economic justice

Systemic root causes require systemic solutions



Impact

- 1 Groundbreaking Research
- 2 Advocating for Equity
- 3 Making Equity Real Through Implementation
- 4 Evaluation & Accountability
- 5 Leadership Development
- 6 Community & Coalition Building



Impact 1

Groundbreaking Research

We produce innovative research to shed light on racial disparities, offering in-depth analyses and recommendations that promote racial equity through effective policy frameworks.



Equitable Building Electrification Framework

Published in partnership with the California Energy Efficiency For All Coalition, Greenlining's Equitable Building Electrification Framework: A Framework for Powering Resilient Communities (released October 2019) addresses the opportunities and challenges that building electrification presents for low-income communities—70 percent of whom are renters. Building electrification is the elimination of fossil fuels for functions like heating and cooking and replacement of gas appliances with electric alternatives. The report finds that electrification can serve as a transformative force for low-income residents and explains the steps the state must take to ensure that electrification helps close the clean energy gap in California and provides relief to millions of residents facing energy insecurity in the current utility system. The influential report has been widely referenced by news outlets, including the San Francisco Chronicle, NPR, Renewable Energy Magazine and CalMatters.

An equitable energy transition must center the communities most impacted by pollution, poverty and climate change in design, benefits and implementation. It will require intentional policymaking to guarantee access to the benefits of electrification, including healthier homes, green jobs and more affordable and efficient clean energy. To this end, the Equitable Building Electrification Framework offers a critical guide to move government agencies, utility providers and other transition partners toward an equity-based implementation that fulfills California's goal of moving away from the fossil fuel industry. Since its release, the Framework has been considered by nearly 20 cities across California that are enacting zero-net-energy policies in new building construction, and also is being examined by decarbonization advocates in other states, including Washington, New Mexico, Colorado, Massachusetts and New York. The Framework has also been cited by Southern California Edison as part of its Energy Savings Assistance Program proposal to electrify low-income homes in its service region.

Autonomous Vehicle Report

The rapid development of self-driving, autonomous vehicle technology is leading the way to a transportation revolution consisting of three major components: self-driving cars, shared mobility and electrification. Greenlining's 2019 report, *Autonomous Vehicle Heaven or Hell? Creating a Transportation Revolution That Benefits All*, represents the first in-depth analysis of a wide range of mobility, health and economic implications of these three innovations for marginalized groups like people of color, the poor, the elderly and those with disabilities. It also examines the transportation revolution within the context of Greenlining's Mobility Equity Framework, with goals to 1) increase access to high quality mobility options; 2) reduce air pollution and improve public health; and 3) enhance economic opportunities in low-income communities of color. Receiving wide acclaim, the autonomous vehicle report has been profiled by dozens of publications and media outlets nationwide, including KQED, The Mercury News, Grist and NBC Bay Area.

Specifically, the report's analysis finds that optimistic scenarios for this transportation revolution—including reduced traffic, cleaner air and less space wasted on parking—will not happen without government action to ensure that implementation of these technologies recognizes their broad impacts, especially on marginalized groups. A transportation revolution that truly benefits all will need to center on FAVES: Fleets of Autonomous Vehicles that are Electric and Shared—with rules designed to disincentivize personal autonomous vehicles, promote affordability and access, and establish fair labor practices in this new industry. While impacts of FAVES on marginalized communities remain unclear, what is certain is that without interventions, autonomous vehicles—in an unregulated market—are very likely to only benefit some, reinforce inequality, and lead to a growing mobility divide between the haves and have-nots. Addressing these potential impacts, Greenlining provides clear, equity-focused policy recommendations for how electric, shared and autonomous vehicles can provide fair outcomes for all people.



2

Impact

Advocating for Equity

Centering equity in our advocacy efforts, we advise legislators, regulators, government agencies and corporations to push for systemic policy changes in California and nationwide.



Greenlining's Inaugural Lobby Day

Greenlining championed a number of critical legislative priorities in 2019: diverse in their scope of potential impact and all carrying forward key measures of progress toward building equity for communities of color in California. Over 20 staff and Fellows descended on the State Capitol in June 2019 for our first-ever Lobby Day to meet with legislators and discuss a number of policy proposals, ranging from more affordable interest rate caps on consumer loans to protecting high-quality broadband access across communities of color statewide.

Signaling a significant win, one major highlight involved AB 5, or the "gig worker bill"—passed to protect gig workers from being unfairly classified as independent contractors and to ensure they retain employment rights to minimum wage standards and other benefits. AB 5's implementation has the potential to dramatically expand protections for workers across the gig economy and particularly within the ride-sharing industry, including companies such as Uber and Lyft. In addition, the Greenlining team also pushed for increased supplier diversity in the healthcare sector via the hospital and insurance industries, helped secure renters' protections against costly rent hikes and unjust evictions, advocated for clean transportation options in low-income communities, and supported regulations that will make it more difficult for scammers to use robocalls to target communities of color and seniors.

Supplier Diversity in the Hospital and Insurance Industries

Our team successfully led two major efforts to increase supplier diversity in the hospital and insurance industries—AB 962 and SB 534—ultimately benefiting businesses owned by people of color, women, members of the LGBTQ community and disabled veterans. Hospitals represent a multi-billion dollar industry in California and a viable economic driver in support of diverse business vendors and contractors. To strengthen these opportunities, Greenlining worked with statewide partners to rally support for AB 962 (Burke). AB 962 requires hospitals to report their supplier diversity data to the Office of Statewide Health Planning and Development, thus promoting accountability and spurring increased partnerships with underrepresented businesses. To aid its implementation, the bill also established a Hospital Diversity Commission, charged with offering outreach and guidance to hospitals seeking to grow their supplier chain diversity.

Greenlining also worked with policymakers to pass SB 534 (Bradford) and re-establish the Department of Insurance's supplier diversity reporting standards, a highly successful program Greenlining also helped to enact through AB 54 from 2012-2017. Modeled on a program of the California Public Utilities Commission, the largest insurers in the state have increased capital and contracts toward diverse businesses by over \$1 billion since 2012. Building on this success, SB 534 also requires reporting of governing board demographics to the Department of Insurance and establishes a Diversity Task Force to improve diversity in both procurement practices and board representation. These measures will ensure greater representation and inclusion within the largest insurance marketplace in the nation.



3 Impact

Making Equity Real Through Implementation

Making equity real requires strong follow through. Our team supports and stewards the implementation of equitable policies and practices at the local, state and national level.



Oakland Small Business Development

In 2019, Greenlining's Economic Equity team convened a Small Business Advisory Group in Oakland, comprised of community stakeholders from organizations such as Working Solutions, Sustainable Economies Law Center, Uptima Business Bootcamp, Project Equity, Oakland African American Chamber of Commerce, Alliance for Community Development, Oakland Latino Chamber of Commerce, California Reinvestment Coalition and Oakland Vietnamese Chamber of Commerce. Together, the advisory group developed a set of recommendations to help the City of Oakland achieve the ambitious racial equity and small business goals outlined in its 2018-2020 Economic Development Strategy. The advisory group's recommendations were published in the white paper *Advancing Racial Equity in the City of Oakland's Small Business Ecosystem* and shared with the City of Oakland's Business Development team.

Additionally, Greenlining successfully created the new Economic Equity Strategist role, based within the City of Oakland, to move forward an equity agenda alongside Greenlining's small business advocacy goals outlined in the *Advancing Racial Equity* white paper. Building on new and existing relationships between Greenlining, the City of Oakland, community-based organizations, and members of the small business community, we are proud to share a number of significant outcomes, including: a \$1 million commitment from District 6 City Councilmember Loren Taylor in support of small business development in Districts 6 and 7 (East Oakland); the adoption of two new equity outcomes (as outlined in Greenlining's white paper) by the City's Business Team; and substantial philanthropic investments toward the Women's Social Entrepreneurship Center and other business support services in the East Oakland community.

Making Equity Real in Climate Adaptation and Community Resilience Policies and Programs: A Guidebook

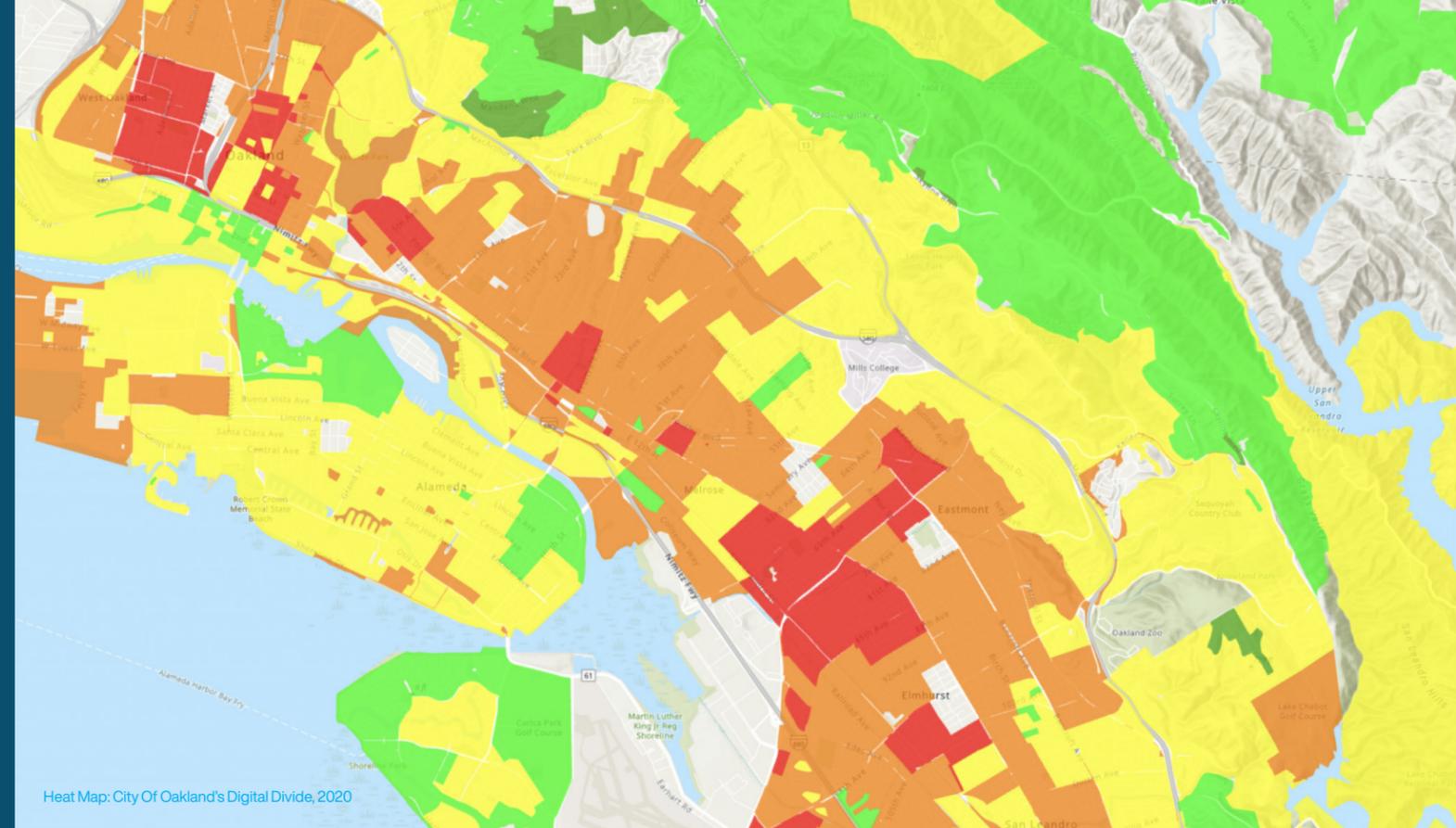
Decades of divestment and residential segregation have placed low-income people of color, indigenous peoples, and immigrant communities on the frontlines of climate change, subject to the disproportionate impacts of extreme heat, wildfires and sea level rise. From an equity standpoint, strategies to tackle climate change in California must prioritize the most impacted and least resourced communities facing the greatest environmental challenges due to limited public services, weak infrastructure and high levels of pollution. Programs and policies must be developed that truly center social equity in climate adaptation efforts and uplift frontline communities so that they do not simply "bounce back" to the status quo after climate disasters strike, but are able to "bounce forward" as healthy, resilient and sustainable communities.

Identifying this need for an equity-centered response, Greenlining produced and published *Making Equity Real in Climate Adaptation and Community Resilience Policies and Programs: A Guidebook* in August 2019 to offer policymakers and advocates a robust blueprint on how to operationalize equity and center community needs in climate-related policies and grant making programs. The guidebook provides a four-step roadmap for making equity real: 1) a clear policy/program statement entailing a commitment to equity; 2) substantial community engagement and influence on program/policy implementation; 3) the establishment of goals and outcomes intended to drive equity forward; and 4) ongoing evaluation measures to ensure equity as a focal point and benchmark for success. Working to turn the roadmap into reality, Greenlining is providing equity recommendations on SB 45 (Allen) and AB 3256 (Garcia, Bonta)—two bills for climate resilience bonds—to amend language on vulnerable populations, designate targeted funding and help ensure equity outcomes in California's climate resilience programs.

- \$65** Low-Carbon Transportation Equity Projects
- \$60** Transformative Climate Communities
- \$30** Urban Greening
- \$9.5** Low-Income Weatherization Program
- \$10** Urban Forestry
- \$35** Green Jobs Workforce Development & Just Transition Fund



Priority Programs Included in the 2019-20 Greenhouse Gas Reduction Fund Budget



Climate Investment Wins

In collaboration with the California Climate Equity Coalition and the Charge Ahead Coalition, Greenlining successfully championed priority programs that were included in the 2019-20 Greenhouse Gas Reduction Fund budget. The final GGRF budget includes:

- \$65 million for Low-Carbon Transportation Equity Projects
- \$60 million for Transformative Climate Communities
- \$30 million for Urban Greening
- \$9.5 million for Low-Income Weatherization
- \$10 million for Urban Forestry
- \$35 million for Green Jobs Workforce Development & Just Transition Fund

These investments will continue critical funding for programs that directly benefit low-income communities and communities of color in California.

Greenlining also successfully advocated for equity outcomes in investor-owned utility transportation electrification projects and within the Volkswagen Diesel settlement, which resulted in over \$500 million designated for charging infrastructure and Electric Vehicle access programs in disadvantaged and low-income communities (assuming minimum commitments are met). In partnership with the Charge Ahead California campaign, we also helped to direct more than \$280 million in funding for Electric Vehicle equity programs that increase access, use and placement of clean vehicles in impacted communities.

Closing the Digital Divide for Low-Income Communities

Greenlining's Technology Equity team works to ensure that all Californians, regardless of ethnicity, income, language spoken or location, are able to benefit from modern communications technologies and retain access to essential digital services in a 21st century economy. Digital redlining is a system of exclusion that results in a two-tiered digital economy, preventing California's low-income households from accessing high quality internet and telecommunications services. In 2019, we continued gaining traction in combating digital redlining and bridging the tech divide: Our efforts leveraged key partnerships and research insights to advance policies that prioritize increased broadband connectivity, affordability and accessibility in communities of color across California.

Among our victories, we pushed for improved internet affordability rules requiring internet companies using state funding for network developments to offer affordable service plans (\$15/month or less) for low-income families. We helped obtain state funding to provide free laptops to over 1,200 low-income students, promoting greater educational engagement and reducing technological obstacles to their academic success. We advocated at the California Public Utilities Commission to expand online access to the LifeLine program application, reducing barriers to entry for low-income households to enroll in and receive low-cost mobile internet. Additionally, we helped persuade the CPUC to: 1) conduct a study to identify which populations are most impacted by the digital divide and inform equitable investment opportunities; and 2) simultaneously adopt new rules for internet service providers to begin reporting more robust data on internet availability in communities across the state.



4

Impact

Evaluation & Accountability

We monitor and evaluate policies and stakeholders to drive accountability, encourage long-term investments and maximize racial equity outcomes.



Bank Board Diversity Policy Brief

The Greenlining Institute regularly examines corporate executive board diversity, and our 2019 Bank Board Diversity Policy Brief zeroes in on the gender and racial makeup of executive boards at major banking institutions. In order to fight redlining and promote economic development in communities of color, boards need to reflect the diversity of the populations they serve. Our analysis of the 10 largest depository banks in California, defined by deposit market share, found that on average, people of color make up 30 percent of board composition, while comprising over 67 percent of California's population. Bank of the West topped the rankings with a board containing 75 percent people of color. The report received media coverage via outlets such as American Banker and Common Dreams.

Following the report's findings, Greenlining was invited to testify before the U.S. House Committee on Financial Services Subcommittee on Diversity and Inclusion during a hearing in February 2020. Referencing the lingering and detrimental economic consequences of historical redlining in communities of color, Greenlining's testimony advised the committee to consider measures that promote greater transparency regarding diversity rates in the banking industry's leadership, workforce and supply chains. These recommendations also urged Congress to expand requirements for government agencies and private sector institutions to report disaggregated data on race and diversity, as well as transparent data on the philanthropic giving of financial institutions to POC-led and POC-serving organizations.

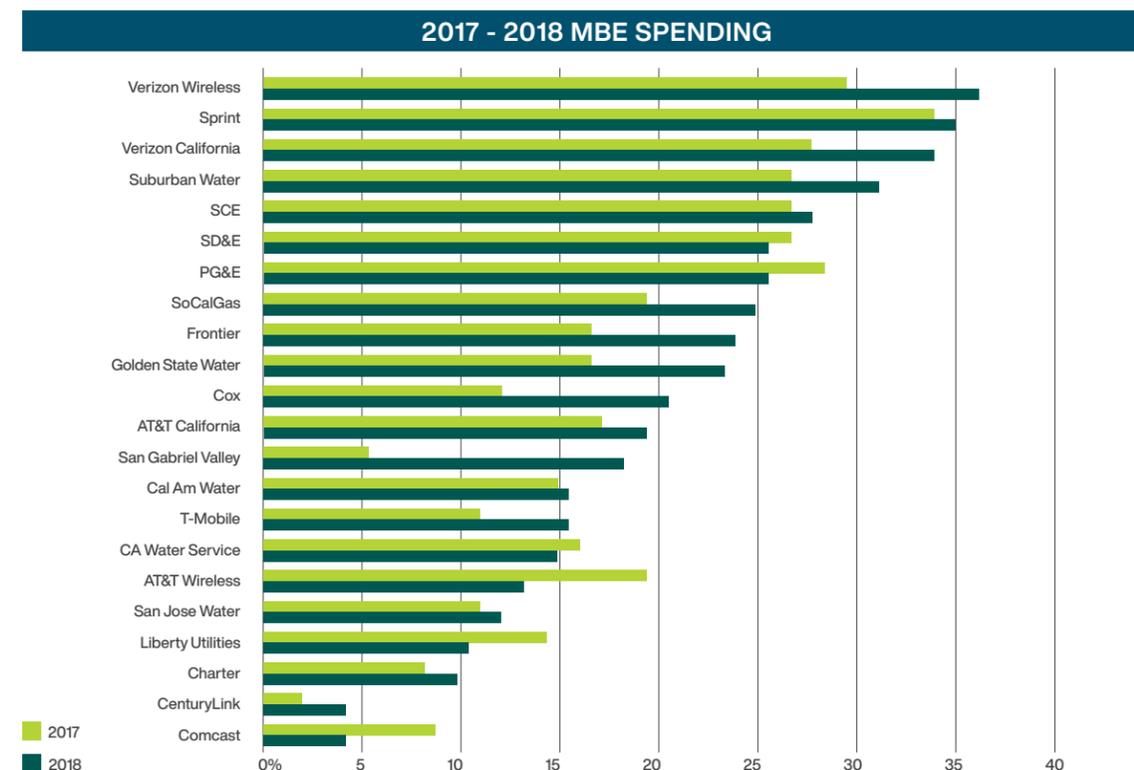
2019 Supplier Diversity Report Card

Supplier diversity promotes economic development in traditionally underrepresented communities, increases competition and diversification in the supply chain, and generates better returns on investment for companies that meaningfully engage in it. The Greenlining Institute's Supplier Diversity Report Card grades California's energy, communications and water companies based on the supplier diversity reports companies must file with the California Public Utilities Commission. Grades are primarily determined by performance and improvement indicators, including the companies' spending patterns compared to the previous year. We break down supplier diversity spending by ethnicity, gender identity, sexual orientation and disability status of suppliers/business owners, followed by recommendations based on the numbers and what we hear from the companies themselves about their programs and practices.

Our analysis of 2018 data suggests that California's energy, telecommunications and water companies remain at the forefront of supplier diversity achievements, with a "class average" well above their peers nationwide. Three companies exceeded 30 percent procurement with minority-owned businesses and, overall, companies spent a combined \$39 billion with businesses owned by people of color—an \$8 billion increase over 2017. However, there remains progress to be made. Specifically, we recommended that companies focus on increasing their spending with Native American and Minority Women-owned suppliers, and that they plan ahead for supplier diversity spending on special projects such as climate-related infrastructure upgrades. Lastly, we urged companies to consider the impacts of regulatory shifts and other potential changes to their business models, as they maintain their commitment to promoting diversity in their supply chains.

2019 Overall Minority Business Enterprise Results

Most companies increased their spending percentage with MBEs in 2018. However, the gap between high performers and low performers continues to be significant, with the combined companies' performance dragged down by three of the four cable companies (Centurylink, Charter, and Comcast). Verizon Wireless, Sprint, and Verizon California continue to excel.





Impact 5

Leadership Development

We prioritize the development of multi-ethnic leaders who champion racial equity in all sectors and embrace the challenge of creating a more equitable society.



2018-19 Fellows: (L-R) Nia Mitchell, Haleema Bharoocha, Jessica Iñiguez, Asia Alman, Sonrisa Cooper, Denise Garcia

Leadership Academy

For more than 20 years, The Greenlining Leadership Academy has prepared the next generation of multi-ethnic leaders to actively shape the racial equity conversation in California and bolster growth and inspire strength within the leaders of tomorrow. The Leadership Academy's programs include the year-long Policy Fellowship, the Summer Associate program, and the residential program at Casa Joaquin Murrieta. Graduates of the Policy Fellowship and Summer Associate programs gain experience impacting communities of color through Greenlining's core policy areas, while Casa Joaquin provides a supportive academic and community environment for UC Berkeley students.

Policy Fellowship

In 2019, Greenlining hosted six Policy Fellows, representing a talented and diverse cohort of emerging leaders passionate about advancing racial equity and economic justice in communities of color. Fellows worked with assigned policy teams to develop their expertise and skills through a wide range of policy advocacy projects and experiential learning opportunities. Central to the Leadership Academy curriculum, the program also focused on personal and professional development through mentorship, speaking engagements and a supportive cohort environment, designed to expand the Fellows' leadership potential and truly cultivate change from within.

"At the beginning of the Fellowship, I set a goal for myself to speak at a conference and build a professional network within the Bay Area housing policy world. The Academy gave me tools and resources to reach those goals, including flexible funds for professional development, skills-based workshops, and networking opportunities."

– Sonrisa Cooper, Economic Equity Fellow

"‘You are seen, heard, and valued here’ are the words imprinted into my memory from the first day of orientation at The Greenlining Institute. I can trust this organization when staff say they value my personal narrative, experience, and potential."

– Denise Garcia, Environmental Equity Fellow

"The Leadership Academy pushed me to change in ways that I could have never imagined. Now I have a commitment to sustaining my most valuable resource in the fight for racial justice—myself."

– Asia Alman, Health Equity Fellow

"Greenlining has given me the space to advance my understanding, expertise, and passion for creating just policy systems... I have gained critical advocacy, public speaking, and analysis skills that will help me in my path to becoming an attorney."

– Jessica Iñiguez, Energy Equity Fellow

"As a member of the Environmental Equity team, I have had the opportunity to better understand how to use policy and navigate the overall landscape of the climate field in California... While college opened my eyes to what I need to rebel against, the Leadership Academy sharpened my tongue and mind in service to climate justice."

– Nia Mitchell, Environmental Equity Fellow

"At the Greenlining Institute, I am surrounded by advocates who do not take 'it is impossible' as an answer, who dare to dream a bold personal vision, and make brave demands for what our communities need. These spaces have allowed me to push myself to raise the bar for what is possible."

– Haleema Bharoocha, Technology Equity Fellow



Summer Associate Program

The Summer Associate program is an intensive, 10-week professional development program for early-career leaders who want to gain real-world policy experience and invest in their professional growth. Summer Associates learn about issues impacting California and the nation, and manage research and advocacy projects under the direction of a Greenlining staff member. Complementing the program experience, Associates are offered unique engagement opportunities such as leadership development workshops, meetings with key stakeholders and site visits to community, government and corporate entities. At the end of the program, Associates have the opportunity to present their findings and projects in both a written and oral report.

2019 Summer Associates (pictured above left to right)

- Antonio Jauregui, Health Equity
- Tien Tran, Energy Equity
- Neena Mohan, Environmental Equity
- Maria Cecilia Perez, Economic Equity
- Jason Barajas, Technology Equity
- Alexis Cureton, Environmental Equity

Casa Joaquin Murrieta

Greenlining also operates Casa Joaquin Murrieta (Casa), a multi-ethnic residential community that supports the leadership development and academic success of UC Berkeley students through a nurturing living environment. With issues of low retention rates for students of color and lack of affordable housing, Casa plays a pivotal role in their personal, educational and leadership development. Today, Casa hosts an increasingly diverse 38 undergraduate students per academic year, providing community building, academic support, exposure to various career and educational trajectories, and opportunities to learn about critical public policy issues that impact their communities.

“Casa Joaquin was a big part of my Cal experience. With very limited housing options for undocumented students like me, Casa Joaquin was both affordable and an empowering place to meet other students of color and grow as a student. I had a support system, both among my fellow Casistas and with Casa and Greenlining staff. Casa was literally my “home away from home.”

-Jessica Fuentes Pulido, 2008-2012 Casista

“Casa Joaquin has truly been a blessing for me. Here I found a community with people of similar backgrounds and made great friends. You will always meet caring people who will support and understand you and it was a place that allowed me to grow out of my comfort zone. At the end of a busy day, Casa was the place that I always looked forward to returning to.”

-Ridda Jabeen Ahmad, 2018-2020 Casista



6 Impact

Community & Coalition Building

Greenlining collaborates, organizes and builds capacity with mission-aligned organizations, leveraging our collective power to advance intersectional impact across allied movements.

We envision a nation where communities of color thrive and race is never a barrier to economic opportunity.

—Greenlining Institute

Air Quality (cont)
- "packaging" the programs we want

"Buckets" of work - ?
- metrics
- Jobs/workforce
- transportation

Short-lived Pollutants
- local EJ/airquality implications
- Socializing Valley leg. re: a (reducing methane)

Priori-
Climate Ada-
- Metrics R
- defining the
- research ←
Air Quality
monitoring (of
justice/shar
taskforc
ative-
ation re

218
Events

7000
Attendees

Community & Coalition Building

Dating back to our grassroots origins, community and coalition building has long served as a fundamental strategy to advance Greenlining's impact. Today, we continue to leverage the power of partnerships to broaden our scope of work, draw from intersectional frameworks, and deepen our potential for enacting systemic change. Anchoring this approach is the Greenlining Coalition, with roots tracing back to the original coalition of Asian American and Pacific Islander, Black, and Latino organizations that launched Greenlining's work against redlining and lending discrimination.

As our work has evolved to address other forms of redlining and structural racism, our bridge-building efforts have expanded among community partners and stakeholders -- including place-based advocacy efforts with allied organizations in Stockton, San Diego, and East Palo Alto, California. Tackling the multiple effects of environmental racism, the Environmental Equity team collaborates with the California Climate Equity Coalition, Charge Ahead Coalition, and the Climate Justice Working Group to direct greater investments in climate resilience initiatives that prioritize frontline communities of color. Leading the way toward an equitable and affordable clean energy future, our Energy Equity team works alongside the California Energy Efficiency for All Coalition and the Clean Energy Access Working Group to advance wide-scale electrification solutions that directly benefit low-income households of color. Our Technology Equity Team partners with the Media Justice Network, the California Fiber Coalition and the Oakland Internet Choice Coalition to increase the deployment and adoption of high-speed, future-proof broadband, protect consumer privacy and net neutrality, and end online discrimination. In partnership with the Care4All Coalition and Health4All Coalition, our Health Equity team advocates for greater quality and access to health care in underserved populations, and jointly collaborates with the Alliance for Boys & Men of Color to support the holistic wellness and prosperity of boys and men of color.

Greenlining 360 Center

We are pleased to report that the Greenlining 360 Center, our innovative hub providing affordable office and event space for nonprofits and community groups, hosted a total of 218 events and welcomed over 7,000 attendees throughout the 2019 calendar year. We are proud to offer a variety of space accommodations, including event-based meeting rooms and long-term office occupancies, to support the work of community partners, while providing full to partial fee waivers for mission aligned organizations with smaller budgets.

The Greenlining Institute Financial Summary 2019

Statement of Financial Position

December 31, 2019

ASSETS

Current Assets	\$3,703,811
Other Assets	\$22,377,176
Total Assets	\$26,080,987

LIABILITIES

Current Liabilities	\$1,267,834
Other Liabilities	\$4,000,000
Total Liabilities	\$5,267,834

Total Net Assets **\$20,813,153**

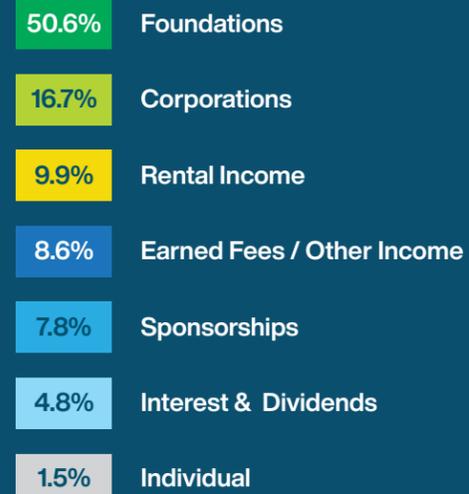
Statement of Activities

REVENUES

Foundations	\$4,334,199
Corporations	\$1,432,872
Rental Income	\$847,193
Earned Fees & Other Income	\$740,976
Sponsorships	\$670,100
Interest and Dividends	\$413,585
Individual	\$132,737
Total Revenues	\$8,571,662

EXPENSES

Personnel Expenses	\$4,698,972
Facilities Management	\$731,177
Professional Fees	\$709,744
Operational & Admin Expenses	\$1,250,959
Total Expenses	\$7,390,852





The Greenlining Coalition

- 4C- Community Child Care Council of Santa Clara County, Inc.
- Access Plus Capital
- African Americans for Economic Justice
- Allen Temple Baptist Church
- American GI Forum
- AnewAmerica
- Asian Business Association
- Asian Business Association Inland Empire
- Asian Inc.
- Asian Journal Publications
- Asian Pacific Islander Small Business Program
- Black Business Association
- Brightline Defense Project
- California Black Chamber of Commerce
- California Hispanic Chambers of Commerce
- California Rural Legal Assistance, INC.
- CAMEO
- Chicana/Latina Foundation
- Community Housing Opportunities Corporation
- Council of Asian American Business Associations of CA
- East Bay Asian Local Development Corporation
- El Concillio of San Mateo County
- Ella Baker Center for Human Rights
- Fathers and Families of San Joaquin
- Fresno Area Hispanic Foundation
- Fresno Metro Black Chamber of Commerce
- Greater Phoenix League
- Hispanic Chamber of Orange County
- Inland Empire Latino Coalition
- KHEIR Center
- Korean Churches for Community Development
- Mentoring in Medicine Inc.
- Mission Housing Development Corporation
- Mission Language & Vocational School
- National Association of Hispanic Publications
- National Federation of Filipino American Associations
- OCCUR
- Our Weekly
- PROSPERA
- Richmond Neighborhood Housing Services, Inc.
- Rising Sun Energy Center
- Sacramento Black Chamber of Commerce
- Sacramento Observer
- San Francisco African American Chamber of Commerce
- Search to Involve Pilipino-Americans
- Southeast Asian Community Center
- Southern California Black Chamber of Commerce
- Street Level Health Project
- TELACU
- The Nehemiah Companies
- Time for Change Foundation
- Unity Council
- Vision y Compromiso
- Ward Economic Development Corporation
- West Angeles CDC
- West Coast Black Publishers Association

Thank You to Our Donors and Supporters

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 Oakland Athletics
 Rabobank
 East Bay Community Foundation
 Urban Sustainability Directors Network
 Resilience Initiative
 California Health Care Foundation
 East Bay Community Energy
 Manufacturers Bank
 Mary Jane Dean
 New Venture Fund
 Sunrun
 TELACU
 Ford Foundation
 AT&T
 Walter and Elise Haas Fund
 Access Plus Capital
 African Americans for Economic Empowerment
 Boston Private Bank & Trust Company
 Center for Sustainable Energy
 East Bay Asian Local Development Corporation
 Eaze

Kabbage
 Kapor Center for Social Impact
 NextGen Climate
 Silicon Valley Community Foundation
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 SEED
 CADMUS
 42 Inc
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 Hibba Meraay
 Molly Hart
 Sonja Diaz
 Victoria Paykar
 Catherine Sandoval
 Tiffany Wong
 Kene Okocha
 Adam Dukovich
 Rosana Yu Han
 Gavriella Keyles
 Zach Franklin
 Zaida Cooper
 Blanca Hernandez
 Joel Espino
 Lauren Valdez
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 Charles Vaske
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 Faith and Community Empowerment
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 Susan Pierson-Brown
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 Curran Cross
 Samuel Adams
 Brandon McCall
 Emma Barker
 Sonia Lilani
 Caroline Spears
 Christopher Young
 Peeranut Visetsuth



Greenlining staff visit the Equal Justice Initiative Museum and Memorial in Montgomery, AL in November 2019

Board and Staff Demographics

Greenlining is proud to have a team of dedicated individuals who reflect the diverse identities, experiences and perspectives of our communities. Our POC-majority staff brings a wealth of policy knowledge and lived expertise to carry out our work with a combined nuance and passion for social change. Despite the stark under-representation of people of color on nonprofit boards, Greenlining's board of directors is entirely composed of people of color, spanning leadership roles across multiple sectors, including economic development, business, government and health care.

Greenlining Board of Directors

As of December 2019

George Dean, Co-Chair
Greater Phoenix Urban League

Ortensia Lopez, Co-Chair
El Concilio of San Mateo County

Robert Apodaca, Treasurer
ZeZen Advisors

Tunua Thrash-Ntuk, Secretary
Local Initiatives Support Corporation

Debra Gore-Mann, Ex-Officio Member
The Greenlining Institute

Sasha Werblin, GAAA Chair
Self-Help Federal Credit Union

Carmela Castellano-Garcia, Esq.
California Primary Care Association

Yusef Freeman
PGIM Real Estate

Noemi Gallardo
California Energy Commission

Tate Hill II
Access Plus Capital

Hyepin Im
Faith and Community Empowerment

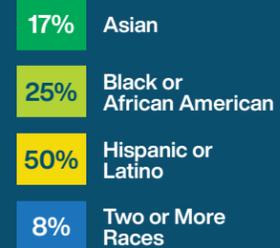
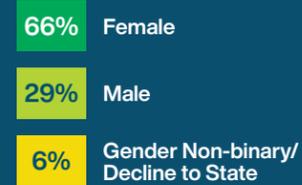
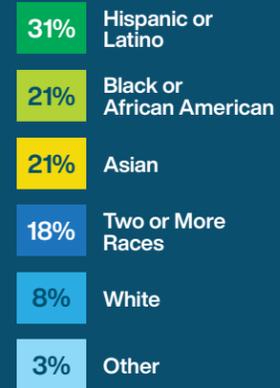
Ortensia Lopez
El Concilio of San Mateo County

Darlene Mar
Council of Asian American Business Associations

Jose Antonio Ramirez
City of Livingston

Scott Syphax
Syphax Strategic Solutions

Olga Talamante
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Acknowledgements

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